



# **Incident Management/Unified Command for Terrorism and CBRNE Incidents**

**(DHS/OG&T Course: MGT 313)**

## **Program of Instruction (POI) FY 2007**



The Texas Engineering Extension Service (TEEX) is a member of the National Domestic Preparedness Consortium

## Course Details

**Course Length:** 24 hours, typically delivered over 3 days; 8 class hours per day (preferably, Tuesday through Thursday).

**Delivery Location:** On-site (At a location provided by the host jurisdiction.)

**Delivery Method:** Classroom presentation with practical application and table top exercises.

**Cost:** No cost to the sponsoring jurisdiction. The instructors and course materials are funded by a grant from the United States Department of Homeland Security, Office of Grants and Training. The sponsoring jurisdiction is responsible for any backfill, overtime, travel, and per diem costs for students to attend.

**Educational Credits (CEU):** 3.2 (from the U.S. Department of Homeland Security)

**Certificate:** TEEEX / DHS Certificate of Completion stating that the course is “ICS-300 equivalent and compliant” (fulfills the ICS-300 training requirement).

**NIMS / ICS Training Equivalency / Compliance:** Per DHS/FEMA (NIMS Integration Center) e-mail of Nov 17, 2006:

*“The DHS Office of Grants and Training (G&T), in conjunction with the DHS NIMS Integration Center (NIC), have jointly reviewed the Incident Management / Unified Command for Terrorism and CBRNE Incidents (MGT-313) course and have determined that the course meets all criteria for fulfilling the ICS-300 training requirement as published in the current NIMS Training Requirements.*

*Accordingly, the IM/UC (MGT-313) course is deemed to be both ICS-300 compliant and equivalent training.”*

*Signed:*

*Albert H Fluman, Acting Director*

*NIMS Integration Center*

*FEMA/DHS*

### Prerequisites:

- All course participants must work in a supervisory or managerial capacity in one of the following disciplines/services: Law Enforcement, Fire Service, Emergency Medical Services, Emergency Management, Hazardous Materials response (HazMat); Public Works, Public Health and/or other emergency management response, support, volunteer personnel at all levels and have completed a WMD (CBRNE) / terrorism incident awareness course.
- The preferred prerequisite course is TEEEX on-line course; WMD-006; “Incident Management / Unified Command Concepts”, found at <http://teexwmdcampus.com>. The “concepts” course contains materials on terrorism, weapons of mass destruction

(WMD), and NIMS/ICS subjects which are essential for a complete understanding of the materials presented during the IM/UC course and are no longer covered in the IM/UC course.

- Completion of AWR-160, The “*WMD Awareness-Level Training Course*”, a six-hour training program that provides emergency responders with awareness-level instruction on recognition, avoidance, isolation, and notification techniques in a weapons of mass destruction (WMD) environment, is also an acceptable prerequisite. We will also consider other, similar, awareness-level courses on a “case by case” basis.
- As an Intermediate-level (ICS-300) course, all attendees must have completed all required NIMS/ICS training; i.e., IS-700: *Introduction to NIMS*; IS-100: *Introduction to the Incident Command System (ICS)*, or equivalent training and, IS-200: *Basic ICS*, or equivalent training, prior to attending this training.
- The hosting jurisdiction POC will provide a roster of those persons attending the course, noting whether they have or have not completed the requisite on-line training, to the TEEEX Lead Instructor not later than one week prior to class start. Those course attendees who have not completed the course prerequisite will be allowed to attend the course but, they will not be issued a certificate of course completion until they have successfully completed one of the required prerequisites.

**Target Audience:** The course is intended to assist your jurisdiction in developing a multi-discipline “incident management team” capable of responding to a CBRNE or terrorist incident. To reinforce this team development, jurisdictions should send a balanced combination of personnel from local agencies including, at the minimum, representatives from: fire services, law enforcement, emergency medical services, public health, public works, and emergency management organizations. Additionally, jurisdictions are strongly encouraged to send representatives from local hazardous materials response, rescue, and emergency communications, organizations. Personnel from other city, county, state, and federal emergency response agencies that are located within, or support, the jurisdiction may also attend the course.

Participants should come from “middle management”; i.e. emergency response managers, first-line supervisors, and administrators who will function as incident commanders, ICS/ Unified Command staff members, emergency management coordinators, or emergency operations center (EOC) staff members. This course is not intended for the individual firefighter, police patrol officer, or EMT.

**Class Minimum/Maximum: 32 minimum / 50 maximum**

**Number of Instructors: 2**

**For more information regarding the Incident Management / Unified Command (MGT 313) Course or, for course scheduling information, contact:**

**Steve Hightower**

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## **Course Administrative Information**

### **Resource Requirements:**

#### **Local “Hosting Jurisdiction” Support and Coordination Responsibilities**

Each jurisdiction that schedules and agrees to serve as the “host” for the course is responsible for providing the minimum number of, and “mix” of, participants as well as providing other administrative and equipment support; to include:

##### **Personnel & Administration**

- One hosting jurisdiction point of contact (POC) with phone, fax, and e-mail information for coordinating all course scheduling and administrative support
- A minimum of 32 and a maximum of 50 course participants
- The sponsoring jurisdiction is responsible for registering all participants for this course.

##### **Facilities and Equipment**

- A classroom for up to 50 participants. The classroom should have tables and chairs that can be arranged into 8 to 10-person work groups. Please, no fixed desks, “auditorium style” seating, or classrooms with fixed workstations & computers for this course. Please reserve the classroom for our exclusive use 24 hours per day for the entire period of the course so as to avoid breaking down and setting up the classroom daily.
- If available, a "breakout room" (near the primary classroom) capable of supporting small group activities and the tabletop exercise for approximately 4 hours on the last day of the course.
- A screen or blank wall suitable for viewing presentations by the entire class
- Several easels with paper for small group activities and exercises starting on the first day of the course.

#### **TEEX- NERRTC Contributions**

NERRTC will provide each jurisdiction with the following:

- The instructor team (two DHS / TEEX certified instructors)
- All instructional materials and handouts
- Certificates of completion for all course participants
- Funding for the instructor team (including travel and per diem costs) and all instructional materials.

**There are no direct costs or course costs to the jurisdiction;** however, NERRTC and TEEX do ***not*** cover the costs of jurisdictional salaries, overtime, or travel and per diem costs for course participants, should they be required.

**Course Schedule:**

	Monday	Tuesday	Wednesday	Thursday	Friday
Morning		<b>Registration &amp; Course Orientation</b>  <b>Module 1: CBRNE Terrorism Incident Response Tools</b>	<b>Module 4: Preparedness and Planning</b>	<b>Module 6: State and Federal Integration into Unified Command</b>  <b>Module 7: Public Information Systems</b>  <b>Module 8: Strategic and Tactical Management Considerations – Terrorism and CRNE Incidents</b>	
		<i>Lunch</i>			
Afternoon	<i>Instructor team arrives and sets up the Classroom</i>	<b>Module 2: Overview of the National Incident Management System (NIMS)</b>  <b>Module 3 Incident Command and Management</b>	<b>Module 5: Resource Management</b>	<b>Module 9:</b>  <b>Tabletop Exercise</b>  <i>IS-700: Examination (optional)</i>	

**Course Overview**

**Course Background**

The Texas Engineering Extension Service (TEEX) / National Emergency Response and Rescue Training Center (NERRTC) has developed a variety of courses as part of the National Domestic Preparedness Consortium’s curricula to improve the abilities of jurisdictions to combat domestic terrorism. These courses provide training to emergency responders at the awareness, performance, and planning and management levels.

***Incident Management / Unified Command for Terrorism / CBRNE Incidents, (MGT 313)***, is an intermediate (ICS 300-level) planning and management course, and is one of several taught by TEEX/ NERRTC at this level.

The US Department of Homeland Security (DHS) has recently issued guidelines regarding how communities may accomplish the NIMS/ICS training now required in order to be compliant with the new National Incident Management System (NIMS). Effective coordination, integration, communications and planning among local, state and federal response agencies are critical to effective response to mass-casualty, CBRNE or terrorist incidents. This 24-hour course focuses on the special challenges faced by senior-level incident management personnel in dealing with a CBRNE or terrorist incident, especially those requiring the integration of local, state, and federal agencies and departments into a unified command structure.

**Course Description**

The course trains emergency response supervisors and managers in the skills necessary to effectively plan for and manage a CBRNE/terrorism incident by applying the “all-hazards” command and management structures found in the National Incident Management System (NIMS); with emphasis on The Incident Command System (ICS), Multiagency Coordination Systems and, Public Information Systems.

### **Course Purpose**

The course is intended to assist your jurisdiction in developing a multi-discipline “incident management team” capable of responding to a CBRNE or terrorist incident. Upon course completion, participants will possess a working knowledge of local, state, and federal agency roles and responsibilities and their integration into a unified command for managing terrorism and CBRNE incidents, as well as other incidents of national significance, such as hurricanes or mass casualty incidents.

The course uses a multidiscipline, jurisdictional teambuilding approach to accomplish the learning objectives. The course delivery methodology consists of lectures, small group discussions, participant activities, multimedia scenarios, and a concluding tabletop exercise.

The course focuses on applying the “all-hazards” **command and management structures** found in the National Incident Management System (NIMS) to the unique requirements required for responding to CBRNE or terrorist incidents, to include:

- Identifying and assessing a CBRNE or terrorist incident
- Planning for and initiating a unified command using NIMS command and management structures; i.e., The Incident Command System (ICS)
- Defining the operating characteristics, interactive management components, and organizational structure of supporting incident management entities at the federal, state, tribal, regional and, local levels as prescribed by the National Response Plan
- Identifying the public information systems available to communicate timely and accurate information to the public during crisis or emergency situations.

### **IS-700 (An Introduction to the National Incident Management System (NIMS)) Option**

For those course participants who have not completed IS-700 on-line, we offer **the option** of taking the examination for IS-700 at the conclusion of the IM/UC (MGT 313) course, as this course covers all of the information presented in IS-700; plus much more. Our instructors meet (or exceed) all DHS criteria for “facilitating” IS-700 as well as “proctoring” the IS-700 examination. We will mail the IS-700 answer sheet to FEMA-EMI and the person taking the exam will receive a separate IS-700 completion certificate from FEMA if they successfully pass the exam.

### **Course Scope**

The scope of this course addresses a number of priorities and capabilities that The Department of Homeland Security is encouraging state and local jurisdictions to establish. This course assists with establishing priorities for the National Planning Scenarios, National Preparedness Goals, the Universal Task List, and the Target Capabilities List.

## **National Planning Scenarios**

The National Planning Scenarios are a reference to help federal, state, local, and tribal entities at all levels of government evaluate and improve their capabilities to perform their assigned missions and tasks in order to respond to all “*incidents of national significance*”; to include but, not limited to: epidemics, natural disasters, WMD/CBRNE or terrorist attacks and, so on.

This course addresses the response to all “*incidents of national significance*”.

## **National Preparedness Goal**

The National Preparedness Goal has three overarching priorities:

- 1) Implement the National Incident Management System and the National Response Plan
- 2) Expand Regional Collaboration
- 3) Implement the National Infrastructure Protection Plan

The capability-specific priorities are:

- 1) Strengthen Information Sharing and Collaboration Capabilities
- 2) Strengthen Interoperability Communications Capabilities
- 3) Strengthen CBRNE Detection, Response, and Decontamination Capabilities

These capabilities are strengthened by the facilitated discussion of the multi-discipline makeup of the class. Using NIMS concepts, the participants are given the opportunity to explore how to improve these specific areas for their jurisdiction, and are encouraged to try new ideas discussed in class as part of the tabletop exercise.

## **Target Capabilities List (TCL)**

The Target Capabilities List (TCL) provides guidance on the specific capabilities and levels of capability that federal, state, local, and tribal entities will be expected to develop and maintain. The current TCL identifies 37 essential capabilities. The following are the major TCL items addressed through facilitated discussion, application exercises and, a final tabletop exercise during the course:

- 1) Planning
- 2) Community Preparedness and Participation
- 3) CBRNE Detection Critical Infrastructure Protection (CIP)
- 4) On-site Incident Management
- 5) Emergency Operations Center (EOC) operations
- 6) Management of Critical Resource Logistics and Distribution
- 7) Responder Safety and Health
- 8) Public Safety and Security Response
- 9) WMD/Hazardous Materials Response and Decontamination
- 10) Citizen Protection: Evacuation and or In-place Protection
- 11) Emergency Public Information and Warning

## **Universal Task List (UTL)**

The Universal Task List (UTL) is a menu of tasks from all sources that may be required to be performed in major events such as those illustrated by the National Planning Scenarios. Entities at all levels of government should use the UTL as a reference to help them develop proficiency through training and exercises to perform their assigned missions and tasks in major events. The UTL defines what tasks need to be performed to prevent, protect against, respond to, and recover from major events. The UTL does not specify who performs a task, nor how to perform the task, as those issues are usually addressed in organizational policies, plans, and procedures. The IM/UC course gives addresses the following UTL tasks:

Function ID	Sequence #	Task
Com.A	3.1.7	Develop Continuity of Government Plan
Com.A	3.1.8	Develop continuity plans describing how personnel, equipment, and other governmental, nongovernmental, and private resources will support the sustainment and/or reestablishment of essential functions
Res.A	3.2	Coordinate incident site communication within a National Incident management System (NIMS) compliant framework
Res. B	1.6.1.1.5	Provide direction, information, and /or support as appropriate to incident command (IC) or unified command (UC) and or joint field offices(s)
Com.A	13.1	Integrate citizen preparedness and participation into Federal, regional, State, tribal, urban, and local strategies and emergency operating plans, incident management systems, and mutual aid agreements. Include citizens in the planning process at all levels.
Res.B	53.2.4	Coordinate and integrate the resources and operations of external affairs organizations and private media outlets to provide the public with accurate, consistent, and timely information.
Res.C	3, 3	Coordinate mass care, housing, shelter, and human services support in response to incidents of national, regional, and State significance.
Pre.A	21.2.2	Identify items and materials used by criminal and/or terrorist organizations to carry out attacks.
Pre.C	12.2.4.2	Conduct coordinated incident response actions.
Pre.B	1 3.1.3	Develop and implement training to enable personnel to recognize the presence of CBRNE material (e.g., first responders, law enforcement, intelligence, and medical community).
Pro.A	2 1	Conduct vulnerability assessments of critical assets and key resources.

Res.B	15.6.1	Develop the incident action plan (IAP) to establish priorities, procedures, and actions to be accomplished to meet the incident objectives.
Res.B	14	Activate the Multi-Agency Coordination Center (MACC) (e.g., Emergency operation Center EOC))
Res.B	13	Activate the incident command system
Res.B	11.4.2	Develop, adopt, and implement plans to support IC, UC, or other agencies as needed

## Course Modules

The course includes nine (9) distinct modules incorporating lecture, discussion, and group exercises. Included in each module are activities and exercises that are designed to allow participants to apply the information covered during the module. A concluding tabletop exercise is the final module of the course and allows participants to apply the materials covered during the course.

### **Module 1: CBRNE Terrorism Incident Response Tools**

Terminal Objective: Upon completion of this module, participants will be able use response tools to develop incident response recommendations to Incidents of National Significance.

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Discuss incidents of national significance.
- Use *Jane's Chem-Bio Handbook* as a tool to identify hazardous materials and safety recommendations.
- Use the *Emergency Response to Terrorism Job Aid* as a tool to identify hazardous materials and safety recommendations.
- Use the *Emergency Response Guidebook (ERG)* as a tool to identify hazardous materials and safety recommendations.

### **Module 2: Overview of the National Incident Management System (NIMS)**

Terminal Objective: Upon completion of this module, participants will be able to describe the components of the National Incident Management System (NIMS) and their role in coordinating and integrating incident response

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Identify the key components of the NIMS

- Discuss current requirements for NIMS compliance.

### **Module 3: Incident Command and Management**

Terminal Objective: Upon completion of this module, participants will be able to implement the NIMS Incident Command and Management process.

Enabling Objectives: Upon conclusion of this module, participants will be able to:

- Identify key features and functions of the Incident Command System (ICS)
- Describe the key functions of the incident command post (ICP)
- Describe the process of expanding from a single to a unified command
- Describe the role and functions of an area command
- Identify the relationships between elements of the Multi-Agency Coordination System
- Describe the key functions of the emergency operations center (EOC)

### **Module 4: Preparedness and Planning**

Terminal Objective: Upon completion of this module, participants will be able to apply incident preparedness and planning processes to develop an Incident Action Plan (IAP).

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Identify the components of preparedness planning as they relate to the development of emergency operations plans (EOP) and the incident action plan (IAP).
- Describe the IAP planning process.
- Use ICS forms to create an IAP.

### **Module 5: Resource Management**

Terminal Objective: Upon completion of this module, participants will be able to apply resource management principles in support of an incident.

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Identify the four basic principles of resource management.
- Identify five key considerations associated with resource management.
- Describe resource management organizations and processes
- Select, monitor and manage resources in support of an IAP

### **Module 6: State and Federal Integration into Unified Command**

Terminal Objective: Upon completion of this module, participants will be able to integrate state and federal assistance into an existing local command structure.

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Identify the planning and response roles of local and State governments.
- Identify state and federal agencies and other organizations that assist local jurisdictions
- Describe the key components of the National Response Plan (NRP).
- Integrate federal resources into the local response structure during an Incident of National Significance

### **Module 7: Public Information Systems**

Terminal Objective: Upon completion of this module, participants will be able to gather, verify, coordinate, and disseminate emergency public information within a public information system.

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Describe the benefits and components of a public information system.
- Describe the roles and responsibilities of the public information officer
- Explain the role of a joint information system in emergency public information management.
- Describe the organizational structure of a joint information center
- Describe the relationship that exists between the Public Information System and the Multi-agency Coordination System
- Determine the appropriate strategies for managing Emergency Public Information
- Gather, verify, coordinate and disseminate Emergency Public Information

### **Module 8: Strategic and Tactical Management Considerations for CBRNE/Terrorism Incidents**

Terminal Objective: Upon completion of this module, participants will be able to implement incident specific strategies and tactics in response to a terrorism/CBRNE incident.

Enabling Objectives: Upon conclusion of this module, participants will be able to:

- Discuss strategic and tactical considerations for managing a response to terrorism/CBRNE incident
- Discuss agent specific response issues
- Apply strategies and tactics to meet incident objectives

### **Module 9: Table-Top Exercise**

Terminal Objective: Upon completion of this module, participants will be able to apply NIMS guidelines in order to provide and manage resources within a multi-agency response scenario.

Enabling Objectives: Upon the conclusion of this module, participants will be able to:

- Establish an ICS structure, based on NIMS guidelines, in response to an incident scenario.
- Develop an incident action plan in response to an incident scenario.
- Utilize resource management techniques.

- Identify the appropriate local, state, and federal agencies available to provide response assistance.